


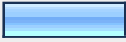

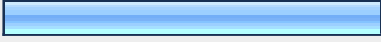
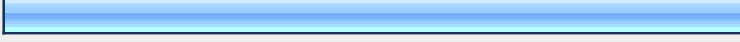
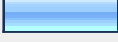
## **ATTACHMENT C: EMPLOYEE AND COMMUNITY SURVEY RESULTS**

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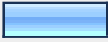

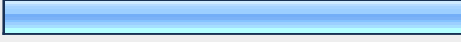
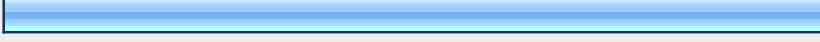
The following attachment contains the results of the employee and community surveys. The first section reports the multiple choice questions asked and answers given for each survey. The second section is a table showing the results of the following open-ended question asked of participants: "please use this space to provide any other recommendations or considerations for solving the structural deficit"

City of San José Budget Employee Survey

1. How closely do you follow the news about San José city government and the city budget?			
		Response Percent	Response Count
Very closely	<div></div>	32.6%	654
Somewhat closely	<div></div>	48.1%	966
Not too closely	<div></div>	17.7%	356
Not at all	<div></div>	1.4%	29
Don't know/NA	<div></div>	0.1%	3
	answered question		2007
	skipped question		25

2. Thinking about the last couple of years, do you think that the City of San José started its budget process with a budget surplus, a balanced budget, or a budget deficit?			
		Response Percent	Response Count
Large surplus		4.6%	91
Small surplus		8.0%	159
Balanced budget		5.6%	112
Small deficit		25.2%	501
<b>Large deficit</b>		<b>49.2%</b>	980
Don't know/NA		7.5%	149
	<b><i>answered question</i></b>		<b>1991</b>
	<b><i>skipped question</i></b>		<b>41</b>

3. Thinking about this upcoming year, 2008, do you think that the City of San José will start its budget process with a budget surplus, a balanced budget, or a budget deficit?

		Response Percent	Response Count
Large surplus		2.6%	52
Small surplus		6.7%	133
Balanced budget		5.5%	109
Small deficit		30.5%	601
Large deficit		54.6%	1077
	<i>answered question</i>		1971
	<i>skipped question</i>		61

4. The City is considering strategies under four different categories to resolve the structural budget deficit. These categories are as follows:

- **New/Increased Revenue Sources**: Includes measures such as raising taxes and fees to increase City revenues.
- **Service Delivery Model Changes**: Includes changing city work rules, organizational structure and policies to deliver services at less cost than the current approach.
- **Expenditure Controls/Shifts**: Includes shifting various expenditures from the City General Fund to other special purpose funds, which may require organizational or operational changes.
- **Service Delivery Reductions**: Involves elimination of or further reduction of services deemed to be of lesser priority to reduce costs.

Please rank your opinions of each of these strategies from top to lowest priority.

	Top option	Second best option	Third best option	Least best option	Response Count
New/Increased Revenue Sources:	<b>44.0% (845)</b>	16.8% (323)	16.3% (313)	22.9% (439)	1920
Service Delivery Model Changes:	24.5% (462)	30.8% (582)	<b>31.9% (602)</b>	12.8% (241)	1887
Expenditure Controls/Shifts:	21.4% (404)	<b>38.1% (719)</b>	28.8% (544)	11.7% (220)	1887
Service Delivery Reductions:	11.8% (225)	14.2% (269)	21.6% (411)	<b>52.4% (995)</b>	1900
	<b>answered question</b>				<b>1953</b>
	<b>skipped question</b>				<b>79</b>

5. For the following categories of City employees, how do you think the number of employees has changed over the past few years?

	Increased	Stayed the same	Decreased	Don't know	Response Count
Number of City employees overall	27.4% (476)	18.4% (319)	<b>46.9% (815)</b>	7.3% (127)	1737
Number of City sworn police officers and firefighters	<b>50.4% (859)</b>	22.0% (375)	20.8% (355)	6.7% (115)	1704
	<b>answered question</b>				<b>1742</b>
	<b>skipped question</b>				<b>290</b>

6. For each department activity below, indicate whether the City spends too much, about the right amount, or too little.					
	Too much	About right	Too little	Don't know	Response Count
Fire Department	<b>37.9% (674)</b>	34.3% (610)	17.7% (314)	10.1% (179)	1777
Building code enforcement	9.2% (162)	<b>44.9% (786)</b>	20.1% (352)	25.8% (452)	1752
Tree trimming	11.1% (195)	<b>35.5% (623)</b>	29.7% (522)	23.7% (416)	1756
Maintaining parks	6.9% (121)	34.6% (608)	<b>45.0% (790)</b>	13.5% (238)	1757
Street maintenance and repair	1.8% (32)	25.1% (439)	<b>62.8% (1100)</b>	10.3% (181)	1752
Recruiting and training City employees	9.6% (168)	<b>38.0% (663)</b>	37.6% (657)	14.8% (259)	1747
Providing public library services	18.7% (329)	<b>53.4% (938)</b>	17.5% (308)	10.3% (181)	1756
Senior citizen programs	10.5% (184)	<b>42.5% (741)</b>	17.0% (297)	30.0% (523)	1745
Police Department	<b>37.5% (664)</b>	24.5% (433)	29.7% (526)	8.3% (147)	1770
Community centers	16.6% (290)	<b>40.3% (702)</b>	24.9% (433)	18.2% (317)	1742
Attracting businesses to San José and keeping existing businesses here	19.8% (348)	26.7% (470)	<b>36.7% (647)</b>	16.9% (297)	1762
Garbage and waste removal	24.6% (434)	<b>56.1% (988)</b>	5.0% (88)	14.3% (251)	1761
Providing recreation programs	13.5% (236)	<b>41.5% (725)</b>	26.8% (469)	18.2% (319)	1749
Collecting revenues and managing city finances	13.2% (230)	<b>33.9% (592)</b>	30.3% (528)	22.6% (394)	1744
Supporting arts and cultural activities	<b>36.2% (638)</b>	33.0% (582)	14.3% (252)	16.4% (289)	1761

Graffiti removal	5.0% (87)	<b>61.1% (1073)</b>	19.3% (339)	14.6% (256)	1755
Traffic management and safety programs	5.9% (104)	<b>48.5% (851)</b>	27.5% (483)	18.1% (317)	1755
Street cleaning	6.1% (107)	<b>55.1% (968)</b>	23.8% (418)	15.0% (264)	1757
	<b>answered question</b>				<b>1791</b>
	<b>skipped question</b>				<b>241</b>

7. For the following budget spending items, which of the six categories should be <u>highest</u> priority and which should be the <u>second-highest</u> priority?			
Response equals percentage of respondents ranking service as first or second priority	First Priority	Second Priority	Percentage Count
Street maintenance and repair	292	<b>511</b>	<b>45.3%</b>
Police and fire services	<b>939</b>	257	<b>67.4%</b>
Public libraries	75	<b>162</b>	<b>13.4%</b>
Park maintenance and upkeep	73	<b>189</b>	<b>14.8%</b>
Recreation services, including community centers	70	<b>174</b>	<b>13.8%</b>
Programs to attract and retain businesses in San Jose	302	<b>410</b>	<b>40.1%</b>
Don't know/NA	19	<b>44</b>	<b>3.6%</b>
	<b>answered question</b>		<b>1774</b>
	<b>skipped question</b>		<b>258</b>

8. For the following budget spending items, which of the six categories would you be most willing to see <u>cut back</u> in next year's budget? Indicate your first and second choices for cuts.			
Response equals percentage of respondents ranking service as first or second priority	First Choice	Second Choice	Percentage Count
Street maintenance and repair	68	148	12.2%
Police and fire services	386	118	28.4%
Public libraries	272	312	33.0%
Park maintenance and upkeep	134	291	24.0%
Recreation services, including community centers	405	442	47.8%
Programs to attract and retain businesses in San Jose	392	220	34.5%
Don't know/NA	89	135	12.6%
	answered question		1772
	skipped question		260



9. To increase direct revenue that the City receives, how strongly do you support the following?						
	Strongly Supportive	Somewhat Supportive	Somewhat Opposed	Strongly Opposed	Don't Know/NA	Response Count
Increasing sales tax	19.7% (346)	<b>31.9% (561)</b>	20.6% (362)	26.7% (470)	1.1% (20)	1759
Adding an entertainment ticket surcharge	32.8% (574)	<b>39.4% (689)</b>	15.0% (263)	10.5% (184)	2.3% (40)	1750
Increasing business tax fees	25.0% (434)	<b>36.0% (626)</b>	23.9% (416)	12.7% (221)	2.4% (41)	1738
Charging night clubs to fund targeted public safety activities	<b>64.7% (1147)</b>	25.5% (451)	5.1% (90)	3.2% (56)	1.6% (28)	1772
Increasing parking fees	18.2% (320)	<b>32.7% (575)</b>	31.0% (545)	16.8% (295)	1.3% (22)	1757
Eliminating free downtown parking	20.6% (361)	24.3% (427)	25.9% (455)	<b>27.1% (476)</b>	2.0% (35)	1754
Issuing debt bonds to cover technology purchases	15.1% (265)	<b>29.8% (521)</b>	19.3% (337)	17.9% (313)	17.9% (314)	1750
Establishing more active corporate/community sponsorship of City facilities	<b>48.0% (849)</b>	35.1% (621)	7.3% (129)	5.0% (89)	4.6% (81)	1769
	<b><i>answered question</i></b>					<b>1783</b>
	<b><i>skipped question</i></b>					<b>249</b>

10. Many City services could be performed by outside service providers. How strongly do you support the following?						
	Strongly Supportive	Somewhat Supportive	Somewhat Opposed	Strongly Opposed	Don't Know/NA	Response Count
Contracting out City services	10.4% (184)	24.6% (434)	21.4% (377)	<b>40.1% (707)</b>	3.4% (59)	1761
Partnering with other jurisdictions that provide similar services	23.4% (410)	<b>46.5% (816)</b>	12.5% (219)	13.5% (237)	4.1% (72)	1754
Changing from Police and Fire sworn to civilian positions in areas where a sworn person is not required	<b>40.2% (712)</b>	23.1% (409)	9.2% (164)	23.3% (413)	4.2% (75)	1773
Changing management to staff ratios	31.8% (558)	<b>34.4% (605)</b>	14.9% (261)	9.1% (160)	9.8% (173)	1757
Consolidating departments or areas with similar missions	31.5% (555)	<b>44.8% (788)</b>	13.1% (231)	6.3% (111)	4.3% (75)	1760
Expanding interactive use of the City's internet	<b>42.2% (741)</b>	35.2% (619)	7.1% (125)	2.5% (44)	13.0% (228)	1757
Providing more self-service areas similar to Library services	<b>43.1% (756)</b>	41.3% (725)	7.4% (130)	2.7% (48)	5.5% (97)	1756
Managing property assets more proactively	<b>60.1% (1057)</b>	29.3% (515)	2.0% (35)	0.9% (15)	7.8% (138)	1760
	<b><i>answered question</i></b>					<b>1779</b>
	<b><i>skipped question</i></b>					<b>253</b>

**11. Part of the problem the City is experiencing is that expenditures are exceeding revenues. Several suggestions have been received that address expenditure controls and service reductions. How strongly do you support the following?**

	Strongly Supportive	Somewhat Supportive	Somewhat Opposed	Strongly Opposed	Don't Know/NA	Response Count
Shifting funding from special funds and community based organizations to the General Fund as the law allows	23.9% (416)	<b>31.9% (555)</b>	16.0% (278)	12.6% (220)	15.6% (271)	1740
Changing the application of prevailing wage/living wage requirements for contractors	22.0% (384)	<b>30.4% (532)</b>	16.5% (289)	14.9% (261)	16.1% (282)	1748
Changing Police and Fire staffing requirements, both sworn and civilian	30.3% (533)	21.2% (373)	10.1% (177)	<b>31.7% (557)</b>	6.7% (118)	1758
Eliminating youth programs not related to health and safety	11.9% (208)	17.8% (311)	<b>35.2% (613)</b>	32.0% (558)	3.0% (53)	1743
Eliminating Police services that can be offered by other jurisdictions	<b>29.6% (520)</b>	26.0% (457)	12.5% (219)	25.9% (455)	6.0% (105)	1756
Eliminating adult and senior adult programs not related to health and safety	13.3% (233)	23.4% (410)	<b>34.0% (594)</b>	25.8% (452)	3.4% (60)	1749
Lowering salary growth and benefits costs	4.2% (74)	9.0% (157)	17.8% (312)	<b>65.7% (1152)</b>	3.3% (58)	1753
	<b>answered question</b>					<b>1770</b>
	<b>skipped question</b>					<b>262</b>

**12. Recognizing that the City could be forced to cut some spending in the upcoming budget, indicate how acceptable or unacceptable new cuts would be to the following services or programs.**

	Completely acceptable	Somewhat acceptable	Not acceptable	Don't know/NA	Response Count
a. Reducing homework centers	23.4% (409)	<b>38.4% (670)</b>	33.0% (576)	5.3% (92)	1747
b. Reducing staff in the offices of the City Attorney, City Auditor, City Clerk, City Manager, Independent Police Auditor or Mayor and City Council offices	<b>51.9% (910)</b>	30.1% (528)	13.9% (243)	4.1% (71)	1752
c. Reducing funding to community based organizations	34.5% (608)	<b>45.2% (796)</b>	16.8% (296)	3.4% (60)	1760
d. Reducing support staff, but <i>not</i> sworn police officers, in the police department	17.7% (313)	27.6% (488)	<b>49.6% (875)</b>	5.0% (89)	1765
e. Reducing administrative staff at the fire department	25.6% (453)	<b>33.7% (596)</b>	33.2% (587)	7.6% (134)	1770
f. Eliminating staffing at City pools and aquatics centers	17.3% (304)	35.8% (629)	<b>41.1% (722)</b>	5.7% (100)	1755
g. Reducing staff at the planning department	18.2% (319)	<b>43.7% (765)</b>	27.2% (476)	10.8% (189)	1749
h. Reducing street maintenance	4.4% (77)	25.4% (443)	<b>67.4% (1174)</b>	2.8% (48)	1742
i. Reducing funds for recruiting, training and recognizing City employees	18.7% (328)	<b>43.1% (758)</b>	35.6% (626)	2.6% (45)	1757
j. Closing bathrooms in neighborhood parks	12.1% (213)	25.8% (453)	<b>59.7% (1048)</b>	2.3% (41)	1755
k. Reducing the number of officers doing traffic enforcement	20.9% (367)	30.2% (531)	<b>45.3% (795)</b>	3.6% (63)	1756

I. Reducing library hours by one day per week	36.3% (640)	<b>38.0% (670)</b>	24.0% (423)	1.7% (30)	1763
m. Reducing the number of school crossing guards	16.0% (280)	30.7% (537)	<b>50.3% (880)</b>	2.9% (51)	1748
n. Reducing funds for revenue collection and management of City finances	12.2% (212)	33.0% (575)	<b>42.2% (735)</b>	12.5% (218)	1740
o. Eliminating City programs that educate young people in character and decision-making or give them work experience in city government	20.6% (363)	33.7% (594)	<b>42.0% (741)</b>	3.8% (67)	1765
p. Eliminating crime prevention programs in which the City works with neighborhoods	6.7% (118)	23.6% (416)	<b>66.9% (1180)</b>	2.9% (51)	1765
q. Reducing police staffing dedicated to solving property crimes	9.5% (168)	25.1% (442)	<b>61.0% (1074)</b>	4.3% (76)	1760
r. Reducing garbage pick-up and mowing at parks	9.2% (161)	31.9% (559)	<b>55.4% (973)</b>	3.5% (62)	1755
s. Reducing staff at community centers	18.9% (332)	<b>45.8% (806)</b>	30.1% (530)	5.2% (92)	1760
t. Reducing staff at senior centers	16.6% (293)	<b>42.5% (748)</b>	35.4% (623)	5.5% (96)	1760
	<b>answered question</b>				<b>1780</b>
	<b>skipped question</b>				<b>252</b>

13. Please use this space to provide any other recommendations or considerations for solving the structural deficit: (Limit: 1500 characters)		
		Response Count
		967
	answered question	967
	skipped question	1065

14. How long have you worked for the City of San José?			
		Response Percent	Response Count
Less than one year	<div></div>	5.5%	97
1 to 5 years	<div></div>	12.8%	225
5 to 10 years	<div></div>	26.0%	458
10 to 20 years	<div></div>	32.6%	574
20+ years	<div></div>	23.2%	408
		answered question	1761
		skipped question	271

15. Are you a full time employee or a part time employee?				
			Response Percent	Response Count
Full time		<div><div></div></div>	94.4%	1658
Part time		<div><div></div></div>	5.7%	100
			<i>answered question</i>	<b>1757</b>
			<i>skipped question</i>	<b>275</b>

16. Do you live in San José?				
			Response Percent	Response Count
Yes		<div><div></div></div>	62.3%	1094
No		<div><div></div></div>	37.7%	662
			<i>answered question</i>	<b>1755</b>
			<i>skipped question</i>	<b>277</b>




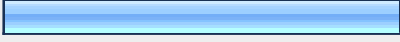
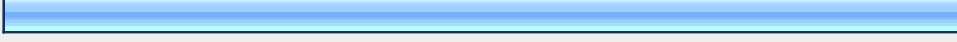
City of San José Budget Community Survey

1. How closely do you follow the news about San José city government and the city budget?			
		Response Percent	Response Count
Very closely	<div><div></div></div>	28.4%	184
<b>Somewhat closely</b>	<div><div></div></div>	<b>49.0%</b>	318
Not too closely	<div><div></div></div>	20.2%	131
Not at all	<div><div></div></div>	2.3%	15
Don't know/NA	<div><div></div></div>	0.2%	1
	answered question		649
	skipped question		7



2. Thinking about the last couple of years, do you think that the City of San José started its budget process with a budget surplus, a balanced budget, or a budget deficit?			
		Response Percent	Response Count
Large surplus	<div><div></div></div>	1.6%	10
Small surplus	<div><div></div></div>	5.3%	34
Balanced budget	<div><div></div></div>	4.7%	30
Small deficit	<div><div></div></div>	27.1%	174
Large deficit	<div><div></div></div>	48.8%	314
Don't know/NA	<div><div></div></div>	12.6%	81
	answered question		643
	skipped question		13

3. Thinking about this upcoming year, 2008, do you think that the City of San José will start its budget process with a budget surplus, a balanced budget, or a budget deficit?

		Response Percent	Response Count
Large surplus		1.6%	10
Small surplus		2.4%	15
Balanced budget		5.8%	37
Small deficit		26.4%	168
Large deficit		63.8%	406
	<i>answered question</i>		<b>636</b>
	<i>skipped question</i>		<b>20</b>

4. The City is considering strategies under four different categories to resolve the structural budget deficit. These categories are as follows:

- **New/Increased Revenue Sources**: Includes measures such as raising taxes and fees to increase City revenues.
- **Service Delivery Model Changes**: Includes changing city work rules, organizational structure and policies to deliver services at less cost than the current approach.
- **Expenditure Controls/Shifts**: Includes shifting various expenditures from the City General Fund to other special purpose funds, which may require organizational or operational changes.
- **Service Delivery Reductions**: Involves elimination of or further reduction of services deemed to be of lesser priority to reduce costs.

Please rank your opinions of each of these strategies from top to lowest priority.

	Top option	Second best option	Third best option	Least best option	Response Count
New/Increased Revenue Sources:	18.5% (114)	16.7% (103)	21.4% (132)	<b>43.3% (267)</b>	616
Service Delivery Model Changes:	<b>48.3% (293)</b>	25.4% (154)	22.9% (139)	3.5% (21)	607
Expenditure Controls/Shifts:	27.0% (167)	<b>43.5% (269)</b>	25.1% (155)	4.4% (27)	618
Service Delivery Reductions:	7.7% (47)	14.4% (88)	29.6% (181)	<b>48.3% (295)</b>	611
	<b>answered question</b>				<b>634</b>
	<b>skipped question</b>				<b>22</b>

5. For the following categories of City employees, how do you think the number of employees has changed over the past few years?

	Increased	Stayed the same	Decreased	Don't know	Response Count
Number of City employees overall	<b>37.9% (206)</b>	21.5% (117)	28.1% (153)	12.5% (68)	544
Number of City sworn police officers and firefighters	<b>41.0% (222)</b>	28.0% (152)	20.1% (109)	10.9% (59)	542
	<b>answered question</b>				<b>548</b>
	<b>skipped question</b>				<b>108</b>

6. For each department activity below, indicate whether the City spends too much, about the right amount, or too little.					
	Too much	About right	Too little	Don't know	Response Count
Fire Department	28.4% (156)	<b>43.7% (240)</b>	16.8% (92)	11.1% (61)	549
Building code enforcement	15.4% (84)	<b>39.7% (216)</b>	27.2% (148)	17.6% (96)	544
Tree trimming	14.0% (76)	34.1% (185)	<b>37.9% (206)</b>	14.0% (76)	543
Maintaining parks	7.5% (41)	27.5% (151)	<b>58.1% (319)</b>	6.9% (38)	549
Street maintenance and repair	2.6% (14)	21.0% (115)	<b>70.2% (384)</b>	6.2% (34)	547
Recruiting and training City employees	26.5% (143)	26.5% (143)	12.8% (69)	<b>34.3% (185)</b>	540
Providing public library services	10.2% (56)	<b>59.2% (324)</b>	22.5% (123)	8.0% (44)	547
Senior citizen programs	8.8% (48)	<b>42.8% (233)</b>	20.0% (109)	28.4% (155)	545
Police Department	27.1% (149)	<b>35.5% (195)</b>	28.7% (158)	8.7% (48)	550
Community centers	11.0% (60)	<b>40.4% (220)</b>	34.1% (186)	14.5% (79)	545
Attracting businesses to San José and keeping existing businesses here	19.2% (105)	26.1% (143)	<b>38.8% (212)</b>	15.9% (87)	547
Garbage and waste removal	33.0% (181)	<b>51.8% (284)</b>	6.8% (37)	8.4% (46)	548
Providing recreation programs	14.0% (76)	<b>41.9% (228)</b>	28.5% (155)	15.6% (85)	544
Collecting revenues and managing city finances	16.0% (87)	<b>32.7% (178)</b>	26.1% (142)	25.2% (137)	544
Supporting arts and cultural activities	31.0% (169)	<b>37.6% (205)</b>	21.8% (119)	9.5% (52)	545

Graffiti removal	3.7% (20)	<b>59.5% (325)</b>	23.8% (130)	13.0% (71)	546
Traffic management and safety programs	5.9% (32)	<b>43.5% (237)</b>	38.7% (211)	11.9% (65)	545
Street cleaning	7.9% (43)	<b>47.6% (259)</b>	34.4% (187)	10.1% (55)	544
	<b>answered question</b>				<b>558</b>
	<b>skipped question</b>				<b>98</b>

7. For the following budget spending items, which of the six categories should be <u>highest</u> priority and which should be the <u>second-highest</u> priority?			
Response equals percentage of respondents ranking service as first or second priority	First Priority	Second Priority	Percentage Count
Street maintenance and repair	107	<b>152</b>	<b>46.8%</b>
Police and fire services	<b>246</b>	100	<b>62.5%</b>
Public libraries	23	<b>56</b>	<b>14.3%</b>
Park maintenance and upkeep	34	<b>69</b>	<b>18.6%</b>
Recreation services, including community centers	22	<b>54</b>	<b>13.7%</b>
Programs to attract and retain businesses in San Jose	<b>115</b>	99	<b>38.6%</b>
Don't know/NA	7	<b>11</b>	<b>3.2%</b>
	<b>answered question</b>		<b>554</b>
	<b>skipped question</b>		<b>102</b>

8. For the following budget spending items, which of the six categories would you be most willing to see cut back in next year's budget? Indicate your first and second choices for cuts.

Response equals percentage of respondents ranking service as first or second priority	First Choice	Second Choice	Response Count
Street maintenance and repair	27	50	14.0%
Police and fire services	83	39	22.1%
Public libraries	56	92	26.9%
Park maintenance and upkeep	46	83	23.4%
Recreation services, including community centers	128	137	48.1%
Programs to attract and retain businesses in San Jose	164	64	41.3%
Don't know/NA	43	47	16.3%
	answered question		551
	skipped question		105

9. To increase direct revenue that the City receives, how strongly do you support the following?						
	Strongly Supportive	Somewhat Supportive	Somewhat Opposed	Strongly Opposed	Don't Know/NA	Response Count
Increasing sales tax	10.4% (57)	23.1% (127)	20.0% (110)	<b>46.2% (254)</b>	0.4% (2)	550
Adding an entertainment ticket surcharge	26.9% (148)	<b>41.9% (231)</b>	14.0% (77)	15.6% (86)	1.6% (9)	551
Increasing business tax fees	16.8% (92)	<b>30.3% (166)</b>	26.6% (146)	24.6% (135)	1.6% (9)	548
Charging night clubs to fund targeted public safety activities	<b>59.0% (326)</b>	26.2% (145)	6.9% (38)	6.9% (38)	1.1% (6)	553
Increasing parking fees	14.3% (79)	28.6% (158)	<b>29.3% (162)</b>	26.0% (144)	1.8% (10)	553
Eliminating free downtown parking	13.9% (77)	17.9% (99)	24.6% (136)	<b>43.2% (239)</b>	0.4% (2)	553
Issuing debt bonds to cover technology purchases	9.3% (51)	29.5% (162)	17.3% (95)	<b>32.4% (178)</b>	11.6% (64)	550
Establishing more active corporate/community sponsorship of City facilities	<b>49.8% (275)</b>	32.4% (179)	6.9% (38)	8.7% (48)	2.2% (12)	552
	<b>answered question</b>					<b>557</b>
	<b>skipped question</b>					<b>99</b>

10. Many City services could be performed by outside service providers. How strongly do you support the following?						
	Strongly Supportive	Somewhat Supportive	Somewhat Opposed	Strongly Opposed	Don't Know/NA	Response Count
Contracting out City services	<b>30.9% (171)</b>	28.6% (158)	16.1% (89)	20.4% (113)	4.0% (22)	553
Partnering with other jurisdictions that provide similar services	<b>51.9% (286)</b>	37.4% (206)	3.8% (21)	5.3% (29)	1.6% (9)	551
Changing from Police and Fire sworn to civilian positions in areas where a sworn person is not required	<b>41.8% (231)</b>	25.5% (141)	11.1% (61)	12.7% (70)	8.9% (49)	552
Changing management to staff ratios	<b>47.0% (261)</b>	36.6% (203)	4.9% (27)	1.4% (8)	10.1% (56)	555
Consolidating departments or areas with similar missions	<b>59.9% (331)</b>	30.4% (168)	4.7% (26)	2.5% (14)	2.5% (14)	553
Expanding interactive use of the City's internet	<b>49.9% (275)</b>	30.1% (166)	5.8% (32)	4.7% (26)	9.4% (52)	551
Provide more self-service areas similar to Library services	<b>47.9% (264)</b>	34.7% (191)	8.9% (49)	4.5% (25)	4.0% (22)	551
Managing property assets more proactively	<b>64.1% (354)</b>	20.8% (115)	2.9% (16)	1.1% (6)	11.1% (61)	552
	<b><i>answered question</i></b>					<b>559</b>
	<b><i>skipped question</i></b>					<b>97</b>



**11. Part of the problem the City is experiencing is that expenditures are exceeding revenues. Several suggestions have been received that address expenditure controls and service reductions. How strongly do you support the following?**

	Strongly Supportive	Somewhat Supportive	Somewhat Opposed	Strongly Opposed	Don't Know/NA	Response Count
Shifting funding from special funds and community based organizations to the General Fund as the law allows	17.9% (97)	<b>34.9% (189)</b>	20.5% (111)	12.5% (68)	14.2% (77)	542
Changing the application of prevailing wage/living wage requirements for contractors	<b>29.9% (163)</b>	27.3% (149)	16.7% (91)	12.8% (70)	13.4% (73)	546
Changing Police and Fire staffing requirements, both sworn and civilian	<b>32.8% (178)</b>	26.0% (141)	16.6% (90)	14.9% (81)	9.8% (53)	543
Eliminating youth programs not related to health and safety	10.1% (55)	16.0% (87)	<b>37.0% (201)</b>	34.1% (185)	2.8% (15)	543
Eliminating Police services that can be offered by other jurisdictions	32.8% (179)	<b>36.8% (201)</b>	12.5% (68)	12.5% (68)	5.5% (30)	546
Eliminating adult and senior adult programs not related to health and safety	12.7% (69)	24.4% (132)	<b>31.5% (171)</b>	27.3% (148)	4.1% (22)	542
Lowering salary growth and benefits costs	<b>41.9% (231)</b>	19.6% (108)	14.7% (81)	19.6% (108)	4.2% (23)	551
	<b>answered question</b>					<b>553</b>
	<b>skipped question</b>					<b>103</b>

**12. Recognizing that the City could be forced to cut some spending in the upcoming budget, indicate how acceptable or unacceptable new cuts would be to the following services or programs.**

	Completely acceptable	Somewhat acceptable	Not acceptable	Don't know/NA	Response Count
a. Reducing homework centers	19.2% (103)	32.8% (176)	<b>42.5% (228)</b>	5.6% (30)	537
b. Reducing staff in the offices of the City Attorney, City Auditor, City Clerk, City Manager, Independent Police Auditor or Mayor and City Council offices	<b>44.3% (242)</b>	39.2% (214)	12.3% (67)	4.2% (23)	546
c. Reducing funding to community based organizations	25.6% (140)	<b>44.8% (245)</b>	26.9% (147)	2.7% (15)	547
d. Reducing support staff, but <i>not</i> sworn police officers, in the police department	29.1% (160)	<b>44.1% (242)</b>	22.6% (124)	4.2% (23)	549
e. Reducing administrative staff at the fire department	34.6% (189)	<b>42.0% (230)</b>	17.2% (94)	6.2% (34)	547
f. Eliminating staffing at City pools and aquatics centers	12.9% (70)	30.3% (165)	<b>52.2% (284)</b>	4.6% (25)	544
g. Reducing staff at the planning department	26.8% (146)	<b>40.4% (220)</b>	26.2% (143)	6.6% (36)	545
h. Reducing street maintenance	4.0% (22)	21.3% (117)	<b>72.7% (399)</b>	2.0% (11)	549
i. Reducing funds for recruiting, training and recognizing City employees	33.5% (182)	<b>45.7% (248)</b>	15.8% (86)	5.0% (27)	543
j. Closing bathrooms in neighborhood parks	11.6% (64)	13.5% (74)	<b>72.5% (399)</b>	2.4% (13)	550
k. Reducing the number of officers doing traffic enforcement	14.6% (80)	29.7% (163)	<b>51.5% (282)</b>	4.2% (23)	548

I. Reducing library hours by one day per week	22.1% (121)	<b>39.1% (214)</b>	36.3% (199)	2.6% (14)	548
m. Reducing the number of school crossing guards	13.8% (75)	29.5% (161)	<b>53.0% (289)</b>	3.7% (20)	545
n. Reducing funds for revenue collection and management of City finances	14.3% (78)	36.4% (198)	<b>38.6% (210)</b>	10.7% (58)	544
o. Eliminating City programs that educate young people in character and decision-making or give them work experience in city government	21.4% (117)	30.7% (168)	<b>44.2% (242)</b>	3.8% (21)	548
p. Eliminating crime prevention programs in which the City works with neighborhoods	4.9% (27)	19.7% (108)	<b>72.7% (399)</b>	2.7% (15)	549
q. Reducing police staffing dedicated to solving property crimes	8.5% (46)	24.1% (131)	<b>63.2% (343)</b>	4.2% (23)	543
r. Reducing garbage pick-up and mowing at parks	8.5% (47)	25.8% (142)	<b>62.2% (342)</b>	3.5% (19)	550
s. Reducing staff at community centers	14.6% (80)	<b>50.1% (275)</b>	30.4% (167)	4.9% (27)	549
t. Reducing staff at senior centers	14.4% (79)	<b>45.5% (250)</b>	34.7% (191)	5.5% (30)	550
	<b>answered question</b>				<b>556</b>
	<b>skipped question</b>				<b>100</b>

13. Please use this space to provide any other recommendations or considerations for solving the structural deficit: (Limit: 1500 characters)		
		Response Count
		323
	<i>answered question</i>	323
	<i>skipped question</i>	333

14. Do you live in San José?			
		Response Percent	Response Count
Yes	<div></div>	95.0%	530
No	<div></div>	5.0%	28
	<i>answered question</i>		558
	<i>skipped question</i>		98

15. Do you work in San Jose?			
		Response Percent	Response Count
Yes	<div></div>	68.3%	380
No	<div></div>	31.7%	176
	<i>answered question</i>		556
	<i>skipped question</i>		100

16. How did you hear about this survey?		
		Response Percent
		Response Count
Link from SanJoseGov.com	<div></div>	22.4%
Direct email	<div></div>	30.3%
Council office	<div></div>	15.7%
Flyer/Advertisement	<div></div>	1.6%
Other (please specify)	<div></div>	30.0%
	answered question	
	skipped question	

### City of San José General Fund Structural Deficit - Ideas From Employee and Community Surveys

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
<b>Revenue Strategies</b>							
<i>Employee Survey Ideas</i>							
Impose taxes on alcohol and tobacco purchases in City					√		
Increase hotel occupancy taxes/fees (Transit Occupancy Tax)				√			
City-Wide Parks and Recreation District	2						
Research any unauthorized use of fiber optics easements by PG&E						√	
Increase parking fees downtown				√			
Charge responsible party for damage to City property (fences, light poles, etc.)			√				
Higher fees for developers from out of state		C					
Better job collecting/increase fees for commercial wastewater discharge						√	

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Raise fee/fines for illegal tree removal	1			√			
Charge general public for information requests			√				
Investigate permits to ensure people paying proper permits				√			
Review subrogation billing			√				
Bill vehicle owners when car impounded, whether want to pick up or not			√				
More off-site parking revenue for HP Pavilion should go to City's General Fund		D					
Fine parents of graffiti offenders to pay for clean-up		D					
Raise fees for false alarm calls for Fire and Police services				√			
Increase fees for facility rentals				√			
Increase fees for services given to non-legal persons						√	

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Issue bonds to cover maintenance of roads, infrastructure				√			
Refinance bonds and extend the terms			√				
Establish a Health Care Trust Fund for employee/retiree medical costs like the Retirement Fund to grow the assets				√			
Use one-time money to buy down debt; let private operators buy down debt				√			
Share City staff at a charge/cost to other jurisdictions				√			
Start collecting the "liquidated damages" on projects due to failure of contractor to complete on time				√			
Revise City charter to allow departments to generate revenue; encourage enterprise activities: Police driver training center, driver simulators, fingerprinting				√			
Charge for courtesy police services like traffic collision reports	1						
Raise fines for municipal code violations				√			
Apply for grants			√				



Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Tax the third party providers of proposition player services (TPPPS), businesses operating like a bank in the two licensed cardrooms	2						
Open a City-run tow business like other municipalities	2						
Reduce City's reserve		B					
Sponsorship by corporations; ads on City vehicles, trucks				√			
Sell products with City logo for profit	2						
Debt financing for technology purchases if purchases would provide sweeping efficiencies				√			
Issue debt to finance our own municipal utility; become a leader in solar power generation by partnering with industry		A					
Support a permanent state-level gas tax with 50% of revenue going to local agencies					√		
Increase City park rental fees				√			
Institute a "nuisance fee" for chronic 911 abusers	2						

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Charge a flat annual fee for library cards (\$10-20)				√			
Increase permit fees for all businesses				√			
Increase parking meter fees				√			
Establish new business taxes (billboards, mobile billboards, interior window signage)	1						
Raise disposal tax, franchise fees				√			
Eliminate exemptions for construction taxes						√	
Dedicate more time to go after the City's large amounts of accounts receivable, or send to collection agency			√				
Enforce park rules and regulations, especially fines for littering		B					
Check revenues that the City may have missed collecting (storm sewer fees, sanitary fees on existing buildings)				√			
Establish fees on heavily littered items (fast food, tobacco, flyers, grocery bags)				√			

City of San José  
Strategies to Address the City's General Fund Structural Budget Deficit

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Restore Neighborhood Automated Speed Compliance Program (NASCOP)					√		
Charge the State and County for Fire/emergency response to their facilities (San José State University, County Jail)				√			

**Community Survey Ideas**

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Increase sales tax rate				√			
Raise fees for high density developments		C					
Ask voters for a "pay raise" COLA for the City's General Fund				√			
Get rid of Proposition 13					√		
Increase city gas tax					√		
Change in allocation of tax revenues (property and sales)				√			
City income or payroll tax				√			
Better enforce/ticket for illegal parking on neighborhood streets during street cleaning			√				
More aggressive and automated traffic enforcement		B					

City of San José  
Strategies to Address the City's General Fund Structural Budget Deficit

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Create fee-based valet parking downtown in shopping and entertainment areas						√	
User tax surcharge for users at airport						√	
Create a VEBA and offload retirement expense to this separate entity				√			
Use more asset forfeiture funds					√		
Launch a "no naming" community sponsorship campaign for facilities				√			
Put ads on city vehicles				√			
Review developer contribution fees				√			
Run a "buy in San José" campaign	2						
Have redevelopment pay off debt faster, return land to City's tax rolls		A					

City of San José  
Strategies to Address the City's General Fund Structural Budget Deficit

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Charge for-profit registered lobbyists \$300/hour to meet with City staff		D					

<b>Service Delivery Model Changes</b>							
<b>Employee Survey Ideas</b>							
<b>Options</b>	<b>New Strategy - Qualified</b>	<b>New Strategy - Unqualified</b>	<b>Existing Practice</b>	<b>Link to Other Existing Strategy</b>	<b>State or Legal Barrier</b>	<b>Non-Structural Deficit Option</b>	<b>Not Applicable*</b>
Support state healthcare reform						√	
Improve purchasing processes: make it easier to use, allow online purchasing and buying at places like Costco without purchase requisition, make sure the City has the flexibility to purchase lowest cost items - orders from the City's vendor should not be more expensive than through local merchant or online	3						
Enforce policies/procedures regarding purchase of support, maintenance, and products to reduce staff time fixing inappropriate department purchases						√	
Civilianize traffic police for construction, special events, etc.				√			
Invest more staff to monitor revenues and expenditures						√	
Re-assess job classifications to match actual work performed						√	
Reduce bureaucracy, redundant reviews of requests (i.e., technology)				√			

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Return to City Manager running business end of City rather than elected officials						√	
A more reasonable approach to Office of Employee Relation's role in investigating situations						√	
Re-evaluate General Services 30% on top of City projects						√	
Provide opportunities for staff to telecommute to reduce office space needs		D					
More management should introduce efficiency improvements and performance/process management; hire efficiency consultant to review processes in departments; each department should conduct a real audit to determine waste and opportunities to streamline operations to improve efficiency				√			
Go to two-year budget; maintain an online version that is continuously updated to reflect Council actions; Improve efficiency of budget processes		B					
Departments should choose what positions to cut			√				
Position cuts should focus on work ethic and productivity, not seniority		D					
Reduce top management; reduce management/over \$100,000 salaries; reduce middle management				√			



Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Reward employees for cost savings				√			
Use electronic forms and databases to cut down on amount of paper distributed each week (council agendas, reports, etc.)				√			
Invest in voice recognition software for employees who write a lot of reports		B					
Review/approve travel requests in a more timely manner to prevent inflated costs for travel, hotel			√				
Move towards hybrid vehicles in non-public safety fleet			√				
Develop water pollution control plant lands into solar farms, sell power		A					
Less electricity usage by turning off lights, computers, etc. (city offices, buildings and streetlights)				√			
Eliminate the commuter check and EcoPass programs for staff		D					
Monitor off-site and office staff to ensure being fully productive; time clocks			√				
Go to bimonthly pay cycles to simplify financial reporting and it would result in two less paycheck runs per year		D					

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Cross train a pool-like set of benefited maintenance, administrative, analytical employees that can go to working units to facilitate specific projects as the work demands; then move on to other projects		B					
Use more alternative work schedules like nearby cities		D					
Move crews to areas of city to reduce driving time and secure savings in gas (Central Yard, Mabury Yard, West Yard, South Yard, and a north yard)	2						
Review why renting or leasing equipment when buying makes more sense			√				
Maximize City employees as resources by tapping skills and content expertise; develop system to track resumes and resources of employees						√	
Privitize the Fire Airport Rescue Fire Fighting (ARFF) services provided to the airport				√			
Allow AMR to provide all emergency medical services (EMS); or cancel AMR contract and have Fire Department cover all calls				√			
Improve accountability requirements and monitoring of nonprofits; eliminate duplicate contracts				√			
Contract out any work that is temporary or of a specialized nature				√			

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Use retired officers to conduct background checks and have the officers currently doing background return to patrol duty				√			
Eliminate the requirement for hiring low-bid contracts, which results in significant staff time to manage their performance		D					
Eliminate City staff in the Convention Center and have it fully staffed by the private operator				√			
Understand the cost of policy decisions (living wage, green building, airport curfew) before implemented			√				
Simplify the Council memo process; Eliminate requirement for City Council award of contracts; notify Council quarterly		B					
Reduce the timesheet review process, only fill out if time is out of the ordinary						√	
Set a moratorium on new residential construction						√	
Increase support staff in PBCE and reduce the number of professional staff so that clerical work can be done more economically				√			
Identify every City process that could be automated and provided to residents online and have IT build and support an infrastructure with contributor rights in the departments for ongoing updates				√			

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Stop economic development subsidies when there is no evidence of a net benefit				√			
Encourage more commercial permits in City parks and libraries for cafes, restaurants, outfitters				√			
Change the "spend it or lose it" system where departments lose their savings at year end; have an incentive for departments to generate savings		B					
Eliminate the 1,040-hour cap for part-time unbenefitted employees					√		
Allow fines and fees to be paid online				√			
Streamline accounts receivable/payable process within divisions; shouldn't require 3-4 people to enter and approve payment on a single invoice				√			
Automate services, especially recreation classes and park reservations			√				
Simplify the hiring process to save staff time						√	
Investigate wasted resources due to workers' compensation decisions, when employee is delayed returning to work due to delayed treatment				√			

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Use open source software to save on licensing; particularly for server software		D					
Increase street lighting in dark streets to prevent violence, reducing the need for police patrol						√	
Mandatory technology training for key City classifications to ensure work is being done efficiently		D					
Provide a fund where departments compete for one-time technology/automation investments that would result in efficiencies		B					
Look at facility operating hours to shift to determine optimal operating hours			√				
Assign Police Sergeants a caseload in all investigative units	3						
Stop the practice of calling back retired staff, or reduce rehire retirees' retirement pay proportionate to what they make at City		D					
Train supervisors to better evaluate staff and get rid of poor performers		A					
Institute a city-wide pay for performance where staff only get raises with strong performance reviews				√			
Don't need a Parks Facility Supervisor for every park, gardeners can handle the everyday operations				√			

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Extend airport hours, make midnight to 6AM a lower noise period, but don't eliminate flights						√	
Work with other municipalities to eliminate wasted resources, for example make economies of scale purchases for support materials (fleet, technology)				√			
Alter flight plans to eliminate downtown building height limitations						√	
Better manage surplus inventory; make available to all city employees				√			
Use 4th street space for childcare						√	
Encourage transit-oriented development			√				
Combine Police/Fire like Sunnyvale				√			
Change officer transfer/shift change policy to save significant funds and staff time required to maintain training	2						
Liquidate old encumbrances							√
Go after properties that the City has liens against		B					

**Community Survey Ideas**

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Outsource Information Technology				√			
Increased property owner responsibilities for sidewalks, parking strip, etc.			√				
More consultants to level off department workload				√			
Renegotiate garbage/recycling contract to be in line with other jurisdictions						√	
More green buildings, energy efficiencies, install solar panels on city buildings and sell excess power to PG&E, plant more trees						√	
Increase use of interns/partnerships with colleges			√				
Decrease management salaries, benefits, perks				√			
Investigate the higher disability costs in Police and Fire				√			
Reward departments for coming in under budget; more department accountability for funds and performance		A					

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Eliminate poor performing staff; make it easier to fire low achieving workers		D					
All City services not prioritized as emergency should be formed into a nonprofit		C					
Why do so many police respond to minor incidents						√	
Prevent/don't pursue lawsuits		B					
Benchmark with other cities' services and incorporate best practices			√				
Track use of City vehicles at all times (where/when driven)				√			
Liquidate surplus on eBay		D					
Cut paperwork; reward employees for cutting bureaucracy				√			
Enable lower management to make decisions and streamline processes		D					
Investigate why bond projects costing so much			√				



Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Transition to low maintenance; low water plants in City parks		D					
Move airport to Coyote Valley and sell the land on current site						√	
Move all City staff in rented spaces to old City Hall		B					
Lease City Hall retail space; eliminate "labor peace" requirement				√			
Do not build capital projects until operating and maintenance funds are available				√			
Merge Council districts				√			
Transition to low-maintenance; low-water plants for City parks				√			

## Expenditure Controls and Shifts

### Employee Survey Ideas

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
40 hours of unpaid furlough	2						
Change shifts to eliminate need for overtime			√				
Allow reserve officers to work for those who want time off to prevent need for overtime pay cars and people calling in sick	2						
Limit department add/delete position reclassifications			√				
Improve wellness programs - construct fitness center at city hall to encourage employee health and reduce medical costs; use 4th street space for PRNS staff to lead lunchtime fitness activities				√			
No police or fire compensation for hazardous or terrorist pay unless they are responding to hazardous or terrorist incidents	1						
Eliminate "article 39" (permanent modified officer positions) in the Police Department; limited assignments would mean cuts have a minimal impact				√			
Start investigating abuse of workers' compensation claims and Family and Medical Leave Act				√			

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Freeze salary increases for one year	3						
Have Redevelopment Agency pay for the service needs created by redevelopment projects					√		
Go to 8 or 10 hour shifts at Fire Department				√			
Implement alternative service delivery models at Fire Department				√			
Eliminate overtime for Police and Fire management				√			
Reduce the number of battalion chiefs on 24 hour shifts; eliminate BC overtime				√			
Partner with other jurisdictions on environmental services, convention arts and entertainment, etc.				√			
Reduction in staff office supplies			√				
Allow cell phones/stipends only when absolutely necessary			√				
Limit employee travel			√				

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Index pension to life expectancy		A					
Restructure raises so that staff getting step increases forgo the annual COLA until they reach the top step	1						
Early retirements		B					
Increase years of service for retirement eligibility for police and fire		A					
Employee sabbatical/leaves						√	
Sick leave usage should not count toward overtime eligibility				√			
Eliminate temporary pool employees; eliminate part-time benefitted employees		B					
Eliminate medical in-lieu pay				√			
Shift benefit programs to defined contributions versus defined benefit				√			
Regulate, monitor, and control fire and police sworn staff schedule swapping; minimum staffing, overtime, and shifts can be manipulated for financial gain				√			

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Offer health in-lieu to retirees similar to employee program				√			
Reduce funding for senior management mortgage loans				√			
More accountability for sworn staff on disability; shouldn't be working outside job while collecting city disability				√			
Explore other method to staff Mayor's bodyguard (currently paid police officer)		D					
Logo uniforms should be kept to a minimum, not a hat and jacket every year		D					
Review earmarked funds that aren't utilized and eliminate or return to the General Fund			√				
Have Mayor and Council pay for water and coffee like City staff		D					
Limit approval of retiree rehires, pool employees, and overstrength positions			√				
Take 2% out of pertinent capital projects for technology needs, similar to art						√	
Design new facilities to reduce operating and maintenance (O&M) costs, such as green elements and easy-to-replace equipment		B					

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Special funds should contribute to workers' compensation			√				
Create an internal insurance fund for workers' compensation and general liability		B					
Make airlines pay for sound proofing and noise abatement services being provided to residents			√				
Stop City staff and officers from taking vehicles (cars and motorcycles) home; test 30-minute response time during the year	3						
End free employee parking; charge City staff to park in employee garage	2						
Teach classes to prevent workplace repetitive stress injuries		D					
Start recording employee hours to perform service objectives to provide a better management tool for priorities						√	
Require sworn personnel to live within a 25 mile radius to San José						√	
End free employee parking; charge City staff to park in employee garage	2						
Teach classes to prevent repetitive workplace stress injuries		D					

<b>Community Survey Ideas</b>							
<b>Options</b>	<b>New Strategy - Qualified</b>	<b>New Strategy - Unqualified</b>	<b>Existing Practice</b>	<b>Link to Other Existing Strategy</b>	<b>State or Legal Barrier</b>	<b>Non-Structural Deficit Option</b>	<b>Not Applicable*</b>
Put incentives back into compensation by restructuring employee pay to compensation at 80%, eligible for 30% bonus		A					
Invest in independent healthcare fund similar to City's retirement fund so as not to fund on only a year-by-year basis				√			
Eliminate car allowances for all employees; Don't allow employees who live outside San José to drive vehicles home	3						
Voluntary reduced workweeks or shorter work week for office staff			√				
Reduce janitorial service at City Hall	2						
Hiring freeze; layoffs; wage freeze		C					
Eliminate free parking for City staff	2						

<b>Service Reductions</b>							
<b><i>Employee Survey Ideas</i></b>							
<b>Options</b>	<b>New Strategy - Qualified</b>	<b>New Strategy - Unqualified</b>	<b>Existing Practice</b>	<b>Link to Other Existing Strategy</b>	<b>State or Legal Barrier</b>	<b>Non-Structural Deficit Option</b>	<b>Not Applicable*</b>
Reduce the number of commission, committee, and community meetings required for projects							√
Reduce reporting requirements to the City Manager's Office and City Council (CAPS, etc.)							√
Eliminate non-productive activities such as preparing the performance measures report							√
Suspend the 1% art fee							√
Use C&C to pay for contingency reserve on bond projects instead of General Fund							√
Reduce purchase of DVDs, CDs at library; charge for check-outs							√
Reduce non-personal budgets by 10% across departments							√
Reduce supplies and equipment, better manage to prevent loss due to misuse or theft							√



Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Have City employees bring their own silverware, cups							√
Eliminate Police Auditor and staff							√
Eliminate Councilmember or political pet projects such as new fire stations							√
Eliminate employee classes/training							√
Close Community Policing Centers since rarely used by the public							√
City should be firm in closing community centers where new ones have replaced them							√
Cut City Manager's Office and Council staff							√
No more lunches paid by City							√
Eliminate police helicopter and staff							√
Sell HP Pavilion box							√

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
If cuts are made in areas of service delivery then the expectation of that service delivery needs to be adjusted down							√
Reduce frequency of mowing at parks							√
Police - MERGE, canine, Mounted Unit should be collateral assignments							√
Get rid of traffic enforcement unit							√
Reduce horse mounted unit							√
Eliminate the police reserve unit							√
Replace helicopter with unmanned plane like military uses							√
Analyze return on investment on all subsidies to private organizations and businesses							√
Review and possibly reduce the number of personnel on fire engines and trucks							√
No new programs until funding is available							√

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Stop management fellow program							√
Cut street sweeping and road repair							√
Reduce the Office of Cultural Affairs, or redeploy during non-event months							√
Reduce the number of library assistants at each library							√
Eliminate special interest and underperforming, non-essential programs							√
Do not print INSIDE SAN JOSE newsletter							√
Cut library Sunday hours							√
Remove the South Hall (Convention Center) and sell land or build parking garage							√
Eliminate the neighborhood clean-up program; create system where residents who volunteer for City get a voucher to take items for free to the dump							√
Reduce the number of vehicles in the City's fleet; assign to service teams instead							√

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Eliminate Health Services							√
Consolidate City Hall reception desks to the ground floor							√
Eliminate the Fire Department Hazardous Incident Team (HIT)							√
Eliminate programs, don't just reduce staffing							√
Rotating close schedule for libraries, similar to the DMV, where each closes one additional day per week on a different day and staff are redeployed.							√
Postpone annexation of residential areas that will increase the need for services							√
Eliminate the TRAC telephone report program at Police Communications; resulting in not taking non-emergency phone reports and better utilizing staff (or not call back on overtime) for higher priority activities							√

***Community Survey Ideas***

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Reduce use of overtime in Police and Fire							√
Reduce policing in the downtown							√
Close community centers; close homework centers at elementary schools; close senior recreation programs							√
More limited street cleaning frequency							√
Close libraries on Mondays							√
Stop giving out plaques							√
Stop feeding people at meetings							√
No more neighborhood clean-ups							√
Stop making wheelchair cuts on street corners							√

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Select some commissions to be eliminated							√
Cut police traffic staff; use money for cameras and crime prevention							√
Reduce maintenance staff and give incentive for working productively							√
Eliminate CIP action team							√
Reduce Mayor and Council salaries, benefits							√
Stop development in outlying areas that will require services							√
Stop spending money to revitalize downtown							√
Cut subsidies to VTA and BART							√
Get out of waste collection business							√
Eliminate "Tour de San José"							√

Options	New Strategy - Qualified	New Strategy - Unqualified	Existing Practice	Link to Other Existing Strategy	State or Legal Barrier	Non-Structural Deficit Option	Not Applicable*
Cut Strong Neighborhoods Initiative							√
Eliminate the tree police							√

\* Service Reduction ideas were not rated as qualified or unqualified in this report; service delivery reduction strategies will be vetted through the existing annual budget process with department, City Manager, community, and City Council involvement.

Qualification Criteria	Disqualification Criteria
1. Preliminary benchmarking shows that San José is below market (revenues) or above market (expenditures)	A. Strategy cannot be effectively implemented in three year time frame.
2. Strategy is being used in a best practice jurisdiction or another of the peer jurisdictions.	B. Strategy would not reduce deficit or if it does would have greater longer run costs.
3. Prior work by budget office or other city department has made a convincing argument for change.	C. Strategy is not consistent with current Council three year goals.
4. Practice is out of alignment with current City objectives or planning.	D. Strategy would have a limited impact, and cannot logically be combined with other similar strategies.